

# Script

## **YOUNG WORKER**

I thought I'd really like this job. But they tell me to do one thing, and before I can even finish it, they say no this is really more important, do it first. And even sometimes drop that and get this rush out right away. I can't work for people like this. I may quit.

## **BOSS**

"I can't work like that." How do you like that? Any job, they expect you to be willing to drop something and get on to a rush job. The trouble with him isn't the work. It's him. He's just plain inflexible.

## **WAITRESS**

I don't get it. I'm supposed to keep my customers happy, right? Well, I had this customer who was tired of waiting for his order so all I did was ask the chef to hurry it up. You'd think I committed a crime.

## **BOSS**

Look, I'm not saying that new kid isn't a hard worker, but you know what she said to my new chef? The guy it took me two months to land? "Can you hurry up my order? My customer's complaining." That's a waiter. Talking to a chef! She learns or she goes.

## **PROGRAMMER 1**

The way I figure it is, I'm not here to make friends, I'm here to do a job. This place, people yak-yaking. They probably don't like it that I keep to myself, but that's too bad. It's just the way I work.

## **PROGRAMMER 2**

Sure he's a computer whiz. No question. But that guy won't say hello to you in the hall, let alone help you out when you're stuck. And now they want me to work on a project with him. They can just find somebody else. No way am I going to put up with his snobbiness.

## **Student Workshop: On the Job: Emotional I.Q.**

### **CHRIS**

Okay. So what's going on here? All three of these people's work is satisfactory and all three work hard. Chances are they all are smart, with good I.Q.'s. I.Q. stands for Intelligence Quotient. But there's another measure in which they all rank low and *that's* what's getting them in trouble.

### **VIVIANA**

Right. That's emotional intelligence—the skill that can make you or break you on the job. It's not how smart you are, or even how well you do your job. It's another part of work.

### **CHRIS**

It's the emotions part, the feelings part. It's self-awareness and self-control. It's your ability to get along with others, to be part of a team, to be flexible, cooperative, and motivated.

### **VIVIANA**

And, it's the skill employers say they value most.

### **CHRIS**

That's the reason that sometimes it's not the worker who has the highest intelligence or even the most skills who gets promoted. It's the one with the highest emotional I.Q.

**VIVIANA**

The great thing about your emotional I.Q. is that it is one I.Q. you can raise. Your intelligence—that is, how smart you are—usually stays about the same throughout your life. But whether you have a temper, trouble with authority, are shy, maybe insensitive to people's feelings—whatever—you can grow and change, you can become more emotionally intelligent.

**CHRIS**

So let's get going. And where do you start? Well, first meet the people who are going to help us out. That's Tom...and Joannie... and Sara...and Willian...Darryl and Ashley. And I'm Chris and this is Viviana.

**Part 1: How Self-Aware Are You?**

**VIVIANA**

Let's start with Ashley and Joannie.

**ASHLEY**

Hey, Joannie. I need a real favor. I have to get this shipment on the shelves by noon but I have a dentist appointment I can't break. Could you maybe finish it up for me?

**JOANNIE**

I'm sorry, Ashley. But I'm sort of snowed-under myself. I just can't.

**ASHLEY**

How do you like that? That's the last time I'll ask her to do anything for me. And just wait til she asks me for a favor. .

**WILLIAM**

Maybe she really can't make the time.

**JOANNIE**

Oh, come on. It's the effort she can't make. Listen, when someone I think is a friend acts the way she just did, I know right away what kind of person I'm dealing with. I don't have to be hit over the head with it.

**WILLIAM**

You sure can be hard on people. It's going to be tough for you two to work together if that's how you feel.

**ASHLEY**

Maybe. But I think I'm right to be mad at her.

**VIVIANA**

Trouble ahead at work for Ashley. Snap judgments, taking offense very easily—those are destructive characteristics to take to work with you. So are traits like not being good at teamwork, or resenting criticism, or low motivation.

**CHRIS**

Everybody has destructive and constructive personality traits. Do you know yours? How self-aware are you?

**Pause for Handouts “Self-Awareness”****Part 2: Feedback: The Key to Change****CHRIS**

How did you do on the self-awareness handouts? Learn anything about yourself? Recognizing the things you need to work on is the first step toward raising your emotional I.Q.

**VIVIANA**

Knowing yourself a little better is a good first step. But now—what do you do about the traits that need improvement or change? How do you change?

*On the Job: Emotional I.Q.*

**TOM**

Darryl, got a minute?

**DARRYL**

Just about. What's up?

**TOM**

Boss wanted me to check this scheme out with you. I don't get it.

**DARRYL**

First National...

**TOM**

Hold on. What I want to know is, since when do you check me out? It's just something I'd like to know. Now.

**DARRYL**

Sure thing. But I'll tell you what...boss'll be back 2-3 o'clock and we'll see what it's all about then. That work for you?

**TOM**

Yeah, sure. I'll catch him first thing.

**SARA**

You were great with him. He looked so mad.

**DARRYL**

Yeah. Truth is, the boss wants me to check out anything to do with First National. Whatever it is, I figure it can wait. Better to hear it from the boss than have it coming from me.

**SARA**

But you stayed so calm. I always thought you had a real short fuse.

**DARRYL**

Well, I do sometimes. But Tom was feeling kind of put down and I didn't want to make it worse. I'm learning. I'm learning.

**VIVIANA**

Well, what did you think of that?

**CHRIS**

Just what we wanted—a perfect example of emotional I.Q. Look what's going on here. Darryl could have insisted and made the situation worse. Instead, he kept his temper under tight control and thought of a good way to handle it.

**VIVIANA**

Right. High self-awareness. And then he recognized Tom's feelings about having his work checked by a co-worker and suggested they wait for the boss. That gave Tom time to cool down. It also saved Doug from having to correct a co-worker.

**CHRIS**

Good sensitivity to another's feelings. All adds up to high points for emotional I.Q. But Darryl wasn't always a high scorer on emotional I.Q. Take a look at how he got that way.

**DARRYL**

Hey, Joannie. I needed that work order made up an hour ago. What's going on here?

**JOANNIE**

It's coming, it's coming. I've just been so busy.

**DARRYL**

Busy? That work order was supposed to be down by 10:30! So now it's after 11 and I've got all this stuff waiting to go out and you tell me you're *so* busy. Get on it.

**JOANNIE**

I don't take my orders from you. Lay off. I'll get to it when I can.

**DARRYL**

We'll see about this.

*On the Job: Emotional I.Q.*

**DARRYL**

That's how I used to be alright. Blowing up when anything went wrong. It seemed that my work was so important that I saw it as my job to fix anything that got in its way.

**VIVIANA**

It's tough on everybody when one person thinks his work is more important than everybody else's. But it sounds like things have changed. How'd that happen?

**DARRYL**

Actually, it was after that blowup with Joannie. Then it turned out that Joannie was doing a special job for the big boss. I was the one who ended up in trouble.

I got sent down to Human Resources. They had three-four complaints about me and my temper. And I'll tell you: I honestly think I was on my way to being fired.

**CHRIS**

You seem okay now. Was it hard?

**DARRYL**

It was hard to change. But I know myself better now. I know that when things aren't going right, I tense up and take it out on the first person I can blame. I've always been like that. I still tense up but I talk myself down, do a little deep breathing, count to ten, whatever works. I don't let my emotions run me anymore.

**VIVIANA**

Listening to Darryl, there's something interesting here. And that is—feedback. Darryl got feedback about his emotions from Joannie and from the Human Resources complaint file about him. But he was smart enough to listen.

**CHRIS**

He sure was. And that's an important way to raise your emotional I.Q.— by listening to the feedback we get all the time. It comes from our family, from our friends, from the people we work with.

**VIVIANA**

Feedback. Watch for it, not only in what people say. But also in how they act towards you.

**CHRIS**

Feedback. It's all around you. Watch for it. Ask for it. Learn from it.

**Pause for Handouts “Feedback: The Key to Change”**

**Part 3: Can You Read Others?**

**VIVIANA**

Tom has trouble with people. He knows it, but he isn't sure why. So let's watch him in action as he tries to be friendly.

**TOM**

Sara, you didn't see that nature show last night, did you?

**SARA**

No. I missed it.

**TOM**

Well, it was all about the Grand Canyon, and I know you're going there.

**SARA**

Tom, excuse me.



**TOM**

They took this trail down into the canyon to that Indian settlement down below. You know? It's eight miles down or so. But you could take it if you want...

**SARA**

Tom, please. I have to do this.

**TOM**

Oh, okay.

**VIVIANA**

Tom was setting himself up for a put down—and he got it. Being able to read people means you have to get good at picking up signals, noticing body language, being sensitive to the other person's feelings.

**CHRIS**

You pick up on another person's feelings by listening, really listening, to what they're saying. Are they anxious? Are they telling you something so politely that you have to stop and think to get what they're saying?

**WILLIAM**

You almost done?

**SARA**

Hi William, this is taking longer than I thought.

**WILLIAM**

Oh. I told Vince you'd have it before lunch.

**SARA**

Not a chance. This stuff was shipped in a big mess, so I had to put it all in order before I could even start. I'm going out to lunch in a few minutes, but I'll finish up on it as soon as I get back.

**WILLIAM**

Well, it's really going to hold Vince up. I may be the one he blames.

**SARA**

Hope not. I'll start on it first thing.

**CHRIS**

Was Sara reading William's feelings? Did she realize that William was upset and expected her to put off her lunch hour until after she finished?

**VIVIANA**

Now imagine that Darryl is Sara's supervisor and overheard that little scene. One day there is an opening that could mean a promotion for Sara. The Human Resources person calls Darryl to ask if he would recommend her.

**DARRYL**

I don't know. Sara knows the work pretty well, but I really wouldn't call her serious about the job. Or real motivated.

**CHRIS**

And that is probably that. At work, being sensitive to other people's feelings, to what they need, to how they see you, is critically important. In fact, it's can make or break you on a job.

**VIVIANA**

Think about these situations. What do you hear? What would you say? Now, listen. That's your supervisor talking.

*I see how you're doing that. You might want to try asking Sophie about it.*

**CHRIS**

Lynn is your co-worker.

*Lynn! You've got to give me a hand with the new computer program. I know you're up to your neck in the Smithfield job, but honestly, this is more important.*

**CHRIS**

What message do you think Lynn is getting? If you were Lynn, what would you do?  
How would you feel about it?

**VIVIANA**

This is your partner speaking

*Sorry I'm late. But I figured you wouldn't mind. You're late half the time yourself. Right?*

**VIVIANA**

What message do you think you are sending? How do you think that person might feel about it?

### **Pause for Handouts "Can You Read Others?"**

## **Part 4: Making Good Work Relationships**

**TOM**

You doing alright? Can I help you with something?

**ASHLEY**

I can't figure out how to get these tips into this machine!

**TOM**

Oh wait, you're on the wrong screen. I did the same exact thing last year. You have to be on function 22 first. Want me to get you started?

**VIVIANA**

You're looking at emotional intelligence in action. Tom and Ashley are easy together, they help each other out without making judgments and accept each other's help without feeling criticized. What's even better—they enjoy doing it.

**CHRIS**

Good working relationships can be the best thing about work. They can make work enjoyable and make you better at your job. And sometimes you get a lifelong friend out of it.

**VIVIANA**

It pays to realize Tom and Ashley have been working together for almost two years. The kind of relationship they have takes time to build up. You're not likely to have it the first months on a job. It's something to work towards.

**CHRIS**

Helping each other out is one piece of a good working relationship. Let's look at another.

**JOANNIE**

Hey Will, you need some help?

**WILLIAM**

Yeah, actually. You remember when the printer was running off the page and it just wasn't printing?

**JOANNIE**

Oh yeah.

**WILLIAM**

You know how to fix it? Do you remember what button to use?

**JOANNIE**

What did you try so far?

**WILLIAM**

I tried the character pitch and it just wasn't working.

**JOANIE**

Maybe we could try the software?

**WILLIAM**

Yeah, maybe we could change the font size.

**JOANIE**

That sounds good.

**WILLIAM**

Yeah, let's do it.

**VIVIANA**

Trusting the people you work with enough to exchange ideas, trusting the people you work with enough to make suggestions or even to criticize, wishing their success even as you wish you own— that's what good working relationships are made of.

**CHRIS**

And being sensitive to the feelings of others. That's the single most important part of a high emotional I.Q.

### **Pause for Handouts “Making Good Work Relationships”**

## **Part 5: Conflict At Work!**

**SARA**

What is this, Tom? Who said this was any of your business? You're trying to get me in trouble!

**TOM**

There's nothing to get so mad at me about. Just because you keep messing up.

**SARA**

Me? I messed up? Aren't you the genius who ordered the wrong part?

**VIVIANA**

And on they go. Conflicts at work are not a good idea and yet sooner or later they happen. Here's where your emotional intelligence skills can get you out of a tough situation.

**CHRIS**

There's a process that really works when you have to deal with an angry person. Here's how it could work for Tom in his argument with Sara...

**SARA**

Take a look at this note I got from the boss, Tom. Who said this was any of your business? You're just trying to get me in trouble!

**CHRIS**

The first step has to be not to lose your own temper. Next, suggest you both sit down—it's harder to come across as angry when you're both seated.

**TOM**

Look, I can see we better talk about this. Take a seat.

**CHRIS**

See if you can get the person to speak more slowly. That lowers the temperature.

**SARA**

I told you I was going to call Joe before I finished this and you said...

*On the Job: Emotional I.Q.*

**TOM**

Whoa, You're talking so fast I can't get it. Just slow down a little, okay?

**CHRIS**

It's important for Tom to acknowledge how upset Sara is so she doesn't have to keep trying to convince him. Then he can go on from there.

**TOM**

You really are mad. I can see that.

**CHRIS**

Remember, this is work. Unless you're the boss, you can't fire somebody you have a problem with. What you two have to do is get along. Sara is still too upset for a rational discussion, don't try to have one. Create a cooling off time.

**TOM**

Look, we do have to settle this. But I need some time to think it over. How about we let it go until tomorrow and then we can really talk.

**VIVIANA**

What you're aiming for, of course, is to get both of you calmed down enough to settle whatever it is. Here are some things that don't work:

**CHRIS Accusing:** "Every time I need to talk to you , you're on the phone with that girlfriend of yours."

**VIVIANA Sarcasm:** "It must be wonderful to know you're right no matter what everybody else says."

**CHRIS**

**Globalizing:** “You always think your work is all that matters. You never stop to think somebody else’s work may be important, too.”

**VIVIANA**

**Threatening:** “If you’re going to work on that with Ben Farley, you can forget about working with me.”

**CHRIS**

When you’re trying to settle a conflict on the job, here are some things that do work:

**VIVIANA**

**Understand the problem:** “Maybe I’m not quite getting it. Let me be sure I understand where you’re coming from.”

**CHRIS**

**Consider other person’s position:** “So you think it’s better to work overtime than ask for extra help?”

**VIVIANA**

**Be willing to change:** “I’ll try it your way and see if it works better. And if it does—it’s fine with me.”

**CHRIS**

**Brainstorm:** “Let’s not get stuck on one solution. The way I see it, we need as many ideas as we can get.”

**VIVIANA**

**Be willing to compromise:** “What’s going to make this work out is if we each give a little, get a little.”

**Pause for Handouts “Conflict At Work!”**

*On the Job: Emotional I.Q.*



## **Part 6: Asking For A Raise**

### **CHRIS**

Asking for a raise—it's never easy. But here's where a high emotional I.Q. can really pay off.

### **VIVIANA**

You'll need to be sensitive to your boss's feelings, to what he expects of you...to understand what's going on in the company that may affect you...to the clues you've picked up about how your work is viewed. Now is the time to put that emotional I.Q. to work.

### **SARA**

You bet I'm asking for a raise. I mean they want me to take care of Jack McElroy's letters and still do Ann Simons'. That's doing two jobs and getting paid for one.

### **VIVIANA**

Wrong. Sara's boss will never see it that way. He knows Ann Simons does most of her correspondence now by e-mail. As far as he's concerned, Sara now has half a job and working for Jack McElroy will be the other half. She won't get the raise by insisting she's doing two jobs, but she will convince her boss she doesn't understand the job she has.

### **TOM**

I'm going to Harris' office right now. and ask for a raise.

### **ASHLEY**

I don't know. They say we're having a real bad Spring. Did you hear they laid off Joe Samuelson in Shipping?

### **TOM**

Sure I heard. But the way I figure it is, when things are going bad, you better ask for a raise before anyone else does.

**CHRIS**

Wrong. When things are changing—maybe the business is going through a slump, or has a new owner—it's a good time to let the dust settle. You'll just add to the stress by making demands and at the same time demonstrating that you have poor judgment.

**DARRYL**

My review is coming up and it better have a raise attached to it. I'm letting them know I'm ready to go job-hunting if it doesn't.

**VIVIANA**

Bad. Threatening is a sure way to make a boss resent you—and can easily end not in a raise but in your unemployment.

**CHRIS**

Are there right ways to ask for a raise? Sure. Think about your boss's needs, about how you think she sees your performance. Focus on what you have accomplished, what you've done well.

**JOANNIE**

I'm putting together a list of what I accomplished this year. I know I got the orders out faster and more accurately. And I filled in when Ashley was in the hospital. Now I'm learning the new program Accounting wants to use. That should give me enough talking points.

**CHRIS**

It probably will. Joannie has organized what she wants to say so she won't stammer or leave things out, she's made her approach positive and she's focussing on the work.

**DARRYL**

My review was due a week ago. But I know with the big boss in from Chicago, everybody is a little bit jumpy. So maybe it would be smart to wait till things calm down before I ask about it.

**VIVIANA**

Right. Darryl gets points in emotional I.Q. for being sensitive to the atmosphere at work. He can only gain by waiting and not putting pressure on people who are already stressed. Timing is important.

**CHRIS**

That's pretty much what raising your emotional I.Q. is all about. And here's some final words: Smile.

**CHRIS**

Stay out of office politics and gossip.

**VIVIANA**

Participate—on the company softball team, in company picnics.

**CHRIS**

Stay away from negative criticism. That means your co-workers, the boss, the company.

**VIVIANA**

Take advice.

**CHRIS**

And think about your own emotional I.Q.

**VIVIANA**

It matters.

**THE END**